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ABSTRACT

A negotiation continuum model can be used to compare and contrast American and Japanese cultural values. Although two basic styles of negotiating--competitive and cooperative--can be identified, there are a number of general principles that govern all negotiations. These include planning and preparing strategies in advance and practicing nonverbal behaviors that will project the desired image. However, there are specific skills to master for competitive and cooperative negotiating. Two of the five skills necessary in competitive negotiating are being firm and concealing feelings. Among the 12 skills required for cooperative negotiating are talking in terms of goals and problems, and clarifying similarities and differences in goals and priorities. American competitive values are characterized by individualism, and the cooperative American values are democratic and egalitarian. Japanese competitive values can be characterized as elitist, and the cooperative Japanese values are developed by identifying with groups and organizations. Considerations for Americans negotiating with Japanese include remembering that the Japanese respond to written rules and regulations and that Japanese respect authorities and experts more than do Americans. (DF)

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COMPARING AND CONTRASTING AMERICAN AND JAPANESE CULTURAL VALUES USING A NEGOTIATION CONTINUUM MODEL

by

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PURPOSE: The purpose of this paper is to compare and contrast the American and Japanese cultural values using a negotiation continuum model.

APPLICATIONS: To provide a model for using negotiation skills for understanding cross-cultural issues. To promote the development of simulation games for negotiating international trade issues.

REASONING: Currently there are many bills before Congress (four from the telecommunications industry alone) calling for free access to Japanese markets and for protection of the U.S. markets from Japanese competition. The electronics industry is facing domination by the Japanese if the current trends are not altered. This affects the U.S. economy and many U.S. workers. Using the negotiation continuum model, American and Japanese competitive and cooperative cultural values can be compared and contrasted.

THE NEGOTIATING CONTINUUM:

There are two very different styles for negotiating an agreement: competitive and cooperative. The skills needed for each are different in some ways and similar in others. The approach of the negotiating continuum model is that to be an effective negotiator you must be flexible enough to use each style as appropriate to the situation and the person or persons you are negotiating with. First, the similarities, or general statement about negotiating:

1. Plan you negotiation and prepare strategies in advance.
2. Know your minimum (if seller) and maximum (if buyer) selling price before you begin negotiations.
3. Analize your audience: know who they are, what their needs are, what kind of relationship they want to have with you.
4. Plan you image or nonverbal behaviors and practice those behaviors.
5. Allow yourself a "time-out" to re-think your position during a negotiation. Plan on revising strategies as you negotiate.

The different styles of negotiating are competitive or win-lose at one end of the continuum and cooperative or win-win at the other end. The continuum suggests that all negotiations have elements of each and that no negotiation is a "pure type". The negotiating styles ideally will depend on the situation: short-term negotiations that are straight forward are competitive bargaining, more complex negotiations require more cooperative problem-solving and the most complex negotiations would have the greatest percentage of cooperative behavior. However, the main style of each negotiator will also affect the style of the negotiation, and, of course, whether or not an agreement is reached.

The central conflict is that the two styles see the world, or the issues to be negotiated,differently. The competitive view is that the negotiations are for finite resources, and that interests concerning the "pie" are in conflict. The competitive view is to get as much pie as possible by withholding information, distoring needs (otherwise known as a bluff) and using emotions and power tactics to force an advantageous decision.

The cooperative negotiating model sees the possibility of the pie being enlarged if the negotiators will talk openly about what their genuine needs are. The focus for success is based on an intellectual discussion of common needs and a belief that both parties can win (win-win) if they are willing to explore benefits and common interests.

THE CENTRAL CONFLICT IN NEGOTIATING

COMPETITIVE	COOPERATIVE
WIN-LOSE	WIN-WIN
PIE IS FINITE	PIE CAN BE ENLARGED
CONFLICTING INTERESTS	COMMON INTERESTS
POWER	TRUST
EMOTIONAL	INTELLECTUAL
DISTORTED COMMUNICATION	OPEN COMMUNICATION

The skills to master in competitive negotiations:

1. Give away less information

   Acquire more information

2. Ask more questions

   Create strategies to get information

   (offers, non verbal actions)

3. Be firmer

   Less generous first offers

   Slower concessions

   More confident body language

4. Conceal feelings

   Don't give away information through expressions

5. Get numbers up sooner

   Allow time to negotiate carefully

6. Be more interested in their position

   Learn their position and bottom-line.

   Talk in terms that are meaningful to them.

7. Create the situation

   Prepare strategy

   Plan answers to your weak points

   Prepare alternate contingency strategy.

The Skills to master in cooperative negotiation are:

1. Identify the cooperative issues
2. Confirm you identification
3. Isolate cooperative issues
4. Start with primarily cooperative issues
5. Talk in terms of goals and problems
6. Encourage/demand reciprocity
7. Clarify similarities and differences in goals and priorities
8. Trade, using priority differences (trade first what you value least)
9. Propose many alternatives
10. Select best alternative, quality, mutual acceptability
11. Listen!
12. Go slowly!

Given the negotiation continuum and the different skills needed for each style, a comparison can be made between the American and Japanese cultural values which support each style. The majority of the values have been generated from Gert Hofstede's study of a multinational company (The study generated over 116,000 questionnaires from people in over 40 countries and defined four different culture-related dimensions.) Comparatively, both cultures have competitive and cooperative values, the differences are in the relative strength of those values and how they differ between cultures.

AMERICAN COMPETITIVE AND COOPERATIVE VALUES

The competitive American values are characterized by individualism or "I" consciousness. Individualism promotes individual decisions, success, short-term planning and fast action. The individual's right to behave as s/he wants as long as the immediate transaction is successful, is the ideal. Using these values, success is measured objectively by getting the greatest values for yourself in the immediate short-term, and with no particular consideration for an on-going relationship with the other negotiator. Nationalism, or the concern for a "greater good" is not a compelling value. The competitive values promote short-term thinking and fosters avoidance of complex problems that require long-term planning. As possible, decisions are made independent of social, organizational or national concerns.

The cooperative American values are democratic and egalitarian. Equality is demonstrated by the values of informality, of having the same values apply to all the same way, by the belief that authorities serve citizens and that superiors should be accessible. The American cooperative values see the "system" as the problem and seek to redistribute power by changing or creating innovations

within or outside of the system. There is more of a tendency to view all people as interdependent and for a certain harmony to exist between the powerful and the powerless. Dissent is alllowed and welcome, but aggressive behavior and a show of emotions is frowned upon. These values correspond to the theory Y management style.

JAPANESE COMPETITIVE AND COOPERATIVE VALUES

The Japanese competitive values can be characterized as elitist. They see people as basically unequal and those that are more powerful deserve certain privileges and recognition (and should dress to display that power). Superiors or authorities are more competent than ordinary citizens, experts more competent than generalists, and if there is a problem in the system, the underdog is to blame. A few should be independent, most should be dependent. Other people are a potential threat and can rarely be trusted and latent conflicts exists between the powerful and the powerless. This creates an "in group" and an "out-group". These values correspond to the theory X management and the machiavellian outlook. These values also promote a very nationalistic outlook. In trade areas this has meant a protection of the domestic market and an aggressive pursuit of the competitor' home market. These elitist values also prevail in many Latin American countries.

A "we" consciousness characterizes the Japanese cooperative values. An individual gains identity from groups and organizations and with this identifying goes trust in group decisions, a preference for concensual decision-making, and a strong need for affiliation.

The "group" assumes a collective responsibility for the individual (or individuals) it engages or employs and life-time employment and long-term planning for the

individual and the organization result. Individuals see their acts as reflecting on the groups they represent therefore group loyalty will require a good performance. Losing face or suffering an embarassment reflects on the entire group and not just the individual. The strong affiliative need of the Japanese promotes much information seeking and "option-building" so that most people are satisfied that their needs and opinions have been heard and that they receive what they want from the decision. The patience and slow,deliberate pace of the Japanese allows time for this lengthy concensual-cooperative negotiating style. Formal dissent however, is frowned upon and is considered danger, so disagreement is handled informally.

SUGGESTIONS FOR AMERICANS NEGOTIATING WITH JAPANESE.

1. Different values exist for the in group and the out-group. In negotiations, you are a member of the out group. Don't expect equal treatment.
2. They respond to written rules and regulations. Pre-negotiation rules in writing can command more respect.
3. Fear of losing face with peers or within the organization will be much more important to them than to you.
4. Security and low-risk choices are more important to them than to Americans. When possible, reduce risks for them (but not at your own expense).
5. Americans may be weak in team negotiations. Clear role definitions, clear strategies must be employed to overcome what will appear an undisciplined individualistic response.
6. Americans may be weak in terms of considering cooperative long-term benefits and lack patience in exploring "pie-expanding" cooperative options. Even if the opening experiences are competitive in strategy, plan for more cooperative moves.

7. Time maybe used against the Americans. Knowing the American tendency for fast quick action may put Americans at a time disadvantage. Don't commit to an inflexible time schedule. Allow yourself time to negotiate at a mutually acceptable pace and don't state your "deadline" time for negotiating closure. This can be used against you.

8. Japanese respect authorities and experts more than Americans. Use your expertise accordingly and don't present the boss or chief negotiator too often. Use the chief to strategize a team negotiation. For the chief to be the chief spokesperson may dilute his/her authority, since the Japanese think that superiors should be inaccessible.

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